

RESOURCE DEVELOPMENT ANNUAL REPORT 2006-2007

Executive Summary

The MIT Libraries are poised to play a significant role in the Institute's newly launched Campaign for Students. The FY07 year was distinguished by an intense level of activity to prepare for this campaign; the director of development was appointed to the Campaign for Students Working Group, enabling the Libraries to remain abreast of key developments in the planning and implementation of the campaign strategy and to maximize its potential for participation and success in this mini-campaign; the Libraries began to systematically examine and discuss their priorities for the Campaign, resulting in the identification of three lead initiatives for the Campaign; a comprehensive communications plan for the Campaign was planned and initiated; the Libraries' Visiting Committee were updated about the Campaign, as well as about the Libraries' general goals and aspirations for fundraising.

In addition to the year's focus on the Campaign for Students, the Office of Development and Communications continued its focus on increasing gifts in all areas, as well as maintaining and refining a sophisticated communications agenda, and serving the needs of development and the Libraries as a whole. Special emphasis has been placed on educating Central Resource Development, as well as donors and prospective donors, about the needs and priorities of the Libraries; this educational emphasis has become the hallmark of the Libraries' development function and has proven to be essential to our success. The Libraries raised over \$2,147,000 in gifts during the 2006-2007 academic year. Although this did not exceed the Libraries' FY06 totals, it ranked as the organization's second highest total and helped the Libraries maintain a competitive presence within the Institute's total fundraising.

FINANCES/FUNDING

The MIT Libraries raised over \$2,147,000 in FY07. This includes a \$750,000 grant from the Institute of Museum and Library Services.

	FY05	FY06	FY07
Total gifts to the Libraries	\$378,916	\$3,459,814	\$2,147,000

Major Gifts

The Libraries continue to make significant strides in the realm of major gifts and to realize great gains with individual giving on all levels. This progress is the result of work in several different areas. One-on-one and group sessions with key library staff to identify priorities and needs have yielded a wealth of information that has shaped and informed giving opportunities. In general, the Libraries as an organization is becoming more unified in its dedication to development as a core function. Development activities, priorities and initiatives have become a frequent subject for discussion in formats such as Library Council and the Libraries' Steering Committee, as well as in smaller, more specific groups and committees such as HumPro or DLG/TSAC.

As vital as it is to engage library staff in the development process, it is just as critical to include the staff of Central Resource Development. Major gift work cannot happen without the active participation and guidance of the Institute's main development operation—the epicenter for major and principal gift work. Engaging this group has been a central part of the Libraries' development activity. In FY07 a major emphasis was placed on the education of Central Resource Development staff about the Libraries; this

occurred through informational/introductory meetings with new field officers and administrative leadership, through communications tools, and, most importantly, through face-to-face visits conducted jointly by central development staff together with the Libraries' Director of Development and/or the Director of Libraries. This has emerged as the most effective means of educating both internal staff and our prospect base about the mission and needs of the Libraries.

The Libraries' FY07 totals reflect a number of major gifts. Although it did not exceed the 2005-2006 total of \$3,459,814, it did count as the second highest total ever achieved by the Libraries at \$2,147,000. Highlights of the year include a \$250,000 pledge for the digitization of the Vail Balloon Print Collection; \$250,000 for the Music at MIT Oral History Project; \$750,000 from the Institute of Museum and Library Services (Co-PIs MacKenzie Smith, Associate Director for Technology, MIT Libraries, and William Mitchell, Professor, Program in Media Arts and Sciences); and \$327,000 for the Libraries' new exhibit space. Significant progress was also made on a pending gift agreement of \$1,000,000 for the preservation of the Science Policy Collection within the Institute Archives and Special Collections.

Foundation and Government Relations

In FY07 the Office of Development and Communications made important strides in defining a more strategic and energetic grants process. The Director of Development and Communications continued to collaborate with curatorial staff and department heads in an advisory and participatory capacity. This activity was significantly bolstered by the Development Officer, who took on a much more active role in foundation and government relations affairs, enabling regular communications between the Office of Foundation Relations and the Libraries, as well as systematic outreach efforts to key staff. In general, the Office supported many different aspects of foundation and government relations work, including proposal writing, prospect identification, prospect tracking, research, editing and regular communications with program officers. The process was further enriched by contributions of the Communications Officer who managed a range of related public relations issues, spanning from media releases to grant announcements.

Highlights of the Foundation and Government Relations Activities:

- A grant from the Fred J. Brotherton Charitable Foundation to process and preserve the papers of MIT's founder, William Barton Rogers.
- A major grant from the Institute of Library and Museum Services (Co-PIs MacKenzie Smith, Associate Director for Technology, MIT Libraries, and William Mitchell, Professor, Program in Media Arts and Sciences) in support of the FAÇADE project.

Annual Giving and Events

In FY07 an important first step in vastly improving the quality of the Annual Giving program was completed. A comprehensive analysis of the Annual Giving program was undertaken by the Development Officer, providing the necessary data for a thorough analysis of the annual giving program. This analysis identifies the challenges and strengths of the program, gives an in-depth description of the Libraries' various annual giving initiatives, compares and contrasts income to the program from 2001 to 2007, and suggests ways to more effectively interact with the Alumni Association. This report will enable the Office to establish a more systematic and informed approach to raising annual funds and may possibly lead to the creation of an upper-level giving society.

The report has already had an impact on the program through information gleaned early in FY07, i.e., the program's giving had remained flat over the years due mostly to a limited donor pool. Steps were taken in FY07 by the Development Officer to increase the size of the prospect pool, resulting in the first-time solicitation of a new set of approximately 5,000 local alumni to whom the Libraries had been given access

by the Alumni Association. This action led to a record-breaking year for Annual Giving with gifts totaling almost \$157,000, up from \$133,140 in FY06. In addition to this activity, the Development Officer co-authored a survey on Library development in the ARL SPEC Kit series which was published in December and presented on this in May at the annual international conference of ALADN (Academic Library Development and Advancement Network).

The Libraries conducted several major events in FY07. The annual Honor with Books (HWB) program was, for the first time this year, extended to include parents not only of seniors but also those of all undergraduate students. Although not as successful as was hoped for, it still resulted in the highest amount (\$13,100) ever raised since the start of this program in 2002. A very successful event was held in December to celebrate the 10th anniversary of the dedication of the Lewis Music Library. Many key supporters of the renovation were able to attend the celebration consisting of a reception, dinner and musical performances. A tour and visit for the Council for the Arts in February welcomed members of the council to the Libraries for a presentation on digitization of image collections and tours of the Institute Archives and Special Collections, the E. Martin and Ethel Wunsch Conservation Laboratory and a special performance in the Lewis Music Library.

COMMUNICATIONS

The MIT Libraries' communications program plays a vital role in promoting the Libraries to the MIT community and beyond. In FY' 07, the Communications Officer continued to work with key library and Institute staff to address the Libraries' growing communications' needs. Significant work was done to plan, coordinate, and implement creative strategies for educating users, potential users, donors and potential donors about the Libraries' resources, services, initiatives, and accomplishments.

And increasingly, communications efforts reach well beyond MIT to a global community. This was reflected in FY07 publicity for the Libraries' research initiatives such as the Libraries' CAD preservation project, FAÇADE, and the creation of the new non-profit DSpace Foundation. These communications efforts increase the visibility of the Libraries and help to position the Libraries as leaders, re-defining the role of the 21st century library.

During FY07 the Communications Officer continued to produce publications, including advertising and marketing collateral for a wide-range of projects across the Libraries. The Libraries' first-ever campus-wide advertising campaign promoting library services to undergraduates through ads in *The Tech*, Infinite Corridor slideshows and large banners in Lobby 7 was launched during the 2006-2007 academic year. Efforts were also led to evaluate the ad campaign by conducting market research that included student focus groups. The scope of communications work done within the Libraries was extensive and included the consultation and management of communications projects for several libraries and service units—including specific promotions for student orientation, the 10th anniversary of the music library, scholarly communications, and several IAP events. The Communications Officer worked closely with MIT communications colleagues and media contacts to garner positive publicity and media coverage for the Libraries. She wrote articles for BiblioTech and the Libraries' news blog, conducted interviews, and contributed articles to several campus publications as well. These efforts resulted in articles in: Tech Talk, Spectrum, the MIT Home Page, IS&T Newsletter, and the Faculty Newsletter.

Keeping up the momentum generated from the new fundraising messaging (case statement), in FY07 the Development and Communications team launched a corresponding giving web site, and created a presentation and other supporting collateral to keep prospective donors and internal stakeholders informed and engaged in the Libraries' fundraising efforts. The web site expands upon the content of the brochure, highlights fundraising projects, showcases supporters/donors and provides an RSS feed with up-to-date

news about gifts and grants. In addition to these activities, a new messaging strategy was presented to the Libraries' Visiting Committee in March 2007 and was well received.

CAMPAIGN FOR STUDENTS

The Libraries have worked diligently with Central Resource Development throughout FY07 to define their presence in the Campaign, which focuses on the need for increased funding for undergraduate and graduate financial aid, as well as improving the quality of student life and learning. Positioning the Libraries for success in this mini-campaign is a top priority of the Libraries' development and communications team and was the focus of the Library Council's 2007 Annual Retreat. The Director of Development was appointed to the Campaign for Students Working Group in Spring 2007. This group has enabled the Libraries to stay abreast of important initiatives and activities occurring during the silent phase of the Campaign and to plan for meaningful inclusion in the public phase of the Campaign, including the official launch, in 2008.

FUTURE PLANS

The Libraries' Office of Development and Communications will continue to partner with Central Resource Development to increase activity with individual prospects and donors and to enhance the donor experience through active engagement with all parts of the Institute. As a multi-disciplinary unit, the Libraries maintain a philosophy of collaboration and inclusion that guides our interactions with donors and prospective donors. The Libraries plan to continue our efforts to collaborate diligently with all departments and initiatives in order to enhance the donor's overall philanthropic experience with the Institute. Education and outreach to internal and external stakeholders has become a hallmark of the Libraries' development and communications efforts and will remain so in FY08. Particular care will be taken to optimize the Libraries' presence and participation in the Campaign for Students. The Office will continue to examine, refine and implement new annual giving efforts with the goal of reaching the broadest possible audience and of growing our donor base. Communications continues to play a key role in all of the Libraries' development efforts and is expected to increase exponentially with the expansion of the development function.

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